



Annual Report

July June
2018 – 2019



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Who We Are

The Economic Policy Research Centre (EPRC) is Uganda's leading think tank in economic research and development policy. We provide policy analysis to support the formulation, implementation, monitoring and evaluation of government policies.

Our Mission

To foster sustainable growth and development of the Ugandan economy by advancing the role of research in policy processes through three broad goals:

- Build the capacities of stakeholders to utilise EPRC's research products and services in economic policy development and management .
- Foster effective policy making to support the improvement of welfare and socio-economic status of Ugandans.
- Strengthen policy linkages and networks with national and international stakeholders.

Institutional Structure

EPRC was established in 1993 as an autonomous not for profit organization.

It is located on Plot 51 Pool Road, Makerere University campus. The centre is governed by a Board of Management (BoM) chaired by the Permanent Secretary to the Ministry of Finance, Planning and Economic Development/Secretary to the Treasury. The board comprises of representatives from Makerere University, Bank of Uganda, the Private Sector, the Research Community, National Planning Authority (NPA), and Makerere Institute of Social Research (MISR). The day-to-day running of the centre is coordinated by an Executive Director.





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I am delighted to present to you the Economic Policy Research Centre's annual report 2018/19. I firmly uphold that EPRC continued to play an invaluable role in fostering sustainable growth and development of the Ugandan economy by advancing the role of research in policy processes.

In this regard, I would like to highlight the intellectual leadership displayed by EPRC in masterminding and managing the most recent phase of generation, dissemination and constructive debate of the research products on fostering the Agro-Industrialisation (AGI) agenda for Uganda, which culminated in the launch of the AGI report in June 2019 and the resultant development of the Public Investment Management for Agro-Industry (PIMA) strategic value chains in collaboration with Ministry of Finance, Planning and Economic Development (MoFPED).

Minimum Wage for Uganda

Following three years of intensive work supporting the Minimum Wage Board of the Ministry of Gender Labour and Social Development (MoGLSD) and presentation of research works on this topic at various national fora, February 2019 saw the passing of the Minimum Wage Bill, 2015 by the Parliament of Uganda. The parliament adopted the EPRC proposed minimum wage determination mechanism across different sectors of the economy. EPRC's research work was also extensively quoted in the media after the passing of the bill. Subsequently, EPRC was requested to participate in the ongoing process of assessing the implications of fixing a minimum wage on investments and the economy using the most recent national household survey (i.e. UNHS 2016/17).

Banning of Issuance or Renewal of Gambling Licenses

Assessment of the socio-economic effects of gambling and sports betting in Uganda is another major evidence based analysis that EPRC has focused on since FY 2014/15. We are happy to note that during this financial year some of our findings and recommendations were used to guide government policy and regulation of the industry. In January 2019, the President of Uganda halted the issuance of new licenses for Sports Betting companies as well as the renewal of existing licenses of firms operating in the industry. This followed concerns raised indicating that Uganda's youth were wasting valuable resources on Sports Betting activities.

Executive Director's Message



Sarah N. Ssewanyana, PhD
Executive Director

The media extensively quoted following the announcement of this policy change, EPRC researchers were invited to make commentary on the proposals by government and the previous study. A documentary on gambling was made and aired by UBC in which an EPRC researcher participated in March 2019.

New Task Team on a Comprehensive Tea Policy for Uganda

In 2018, we also laid the groundwork for the launch of a new Multi-Sectoral Task Team that would spearhead the formulation of a comprehensive National Tea Development Policy. In addition to bringing our previous research analysis on the tea sector that highlighted the lack of an elaborate institutional and governance framework, as one of the major factors hindering maximisation of the potential of Uganda's tea sub-sector, we also supported the Task Team with technical oversight in the drafting and elaboration of the Draft National Tea Development Policy, a Costed Tea Strategy and a Regulatory Impact Assessment for the policy. All the three policy documents are awaiting ratification by the Top Policy Management

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of MAAIF and MTIC before they are submitted to Cabinet for approval.

Partnerships and Outreach beyond Uganda

For EPRC, 2018/19 has been an excellent financial year in terms of strengthening our partnerships and increasing our outreach within and beyond Uganda. In country, we have intensified our collaborations with MoFPED, National Planning Authority (NPA), MoGLSD, Uganda Bureau of Statistics (UBoS), Operation Wealth Creation (OWC), Kampala City Council Authority (KCCA), Office of the Prime Minister (OPM), and Ministry of Health, among others. We have also extended our outreach to UN agencies especially, UNDP, UNICEF, and UN Women, among others. These engagements were partly to promote and market the evidence based works of the Centre as well as enhance evidence-based policymaking processes. We have also created and strengthened linkages with global institutions and think tanks, demonstrated by increased participation of EPRC researchers in international conferences and dissemination events organized by our partners as well as, joint ventures in conducting cutting-edge research on economic and development issues. In that regard, we are pleased to announce a new collaboration with the Oxford Policy Management and other consortium partners in implementation of a new five year programme —“Strengthening the use of Evidence for Development Impact” (SEDI). The programme funded by DFID aims at strengthening the use of evidence in policy making in selected sectors in three countries (Uganda, Ghana and Pakistan) by contributing to more efficient and effective decision-making.

In terms of future outlook, we will continue striving towards realization of the Centre's five strategic pillars by 1) Offering responsive evidence based research through proactive engagement with stakeholders, 2) Creating flexible work practices for organisational scalability to meet emerging demands, 3) Branding, marketing, publishing and partnerships through leveraging on technology, 4) Ensuring a sustainable and growing Centre, and 5) Mitigating risk and ensuring compliance to shared services

We look forward to 2019/2020 and to working together with you, our staff members, friends and partners, in order to provide national leadership in intellectual economic policy discourse through evidence based research.

Board of Management



Prof. William Bazeyo
Ag. Deputy Vice Chancellor for Finance & Administration, Makerere University
(Deputy Chairperson)



Mr. Keith Muhakanizi
Permanent Secretary/Secretary to Treasury, Ministry of Finance, Planning and Economic Development (Chairperson)



Dr. Jacob Opolot
Director Research Department, Bank of Uganda
(Ex-officio Member Representing Governor, BOU)



Prof. Grace Bantebya Kyomuhendo
Professor, School of Women and Gender Studies
(Member Representing Research Community)



Ms. Edigold Monday
Managing Director, Bank of Africa (U) Ltd
(Independent Member)



Mr. Gideon Badagawa
Executive Director, Private Sector Foundation of Uganda
(Private Sector Representative)



Dr. John B. Ssekamatte-Ssebuliba
Head of Population and Social Services Planning National Planning Authority
(Public Sector Representative)

EPRC Staff as at June 2019

Research Staff



Dr. Sarah N. Ssewanyana (PhD)
Executive Director



Dr. Ibrahim Kasirye (PhD)
Director Research, Head Research



Dr. Swaibu Mbowe (PhD)
Senior Research Fellow, Sectoral



Dr. Ezra Munyambonera (PhD)
Senior Research Fellow, Macroeconomics



Dr. Isaac Shinyekwa (PhD)
Senior Research Fellow, TRI



Dr. Madina Guloba (PhD)
Senior Research Fellow, Microeconomics



Dr. Mildred Barungi (PhD)
Research Fellow, Sectoral



Dr. Francis Mwesigye (PhD)
Research Fellow, Sectoral



Dr. Brian Sserunjogi (PhD)
Research Fellow, Macroeconomics



Mr. Paul Corti Lakuma
Research Fellow, Macroeconomics



Ms. Gemma Ahaibwe
Research Fellow, Microeconomics



Mr. Tony Odokonyero
Research Analyst, Sectoral



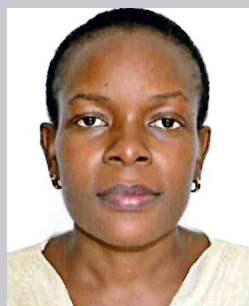
Ms. Anita Ntale
Research Analyst, TRI



Mr. Martin Luther Munu
Research Analyst, Trade and Regional Integration



Ms. Florence Nakazi
Research Analyst, Sectoral



Ms. Justine Luwedde
Research Analyst, Trade and Regional Integration



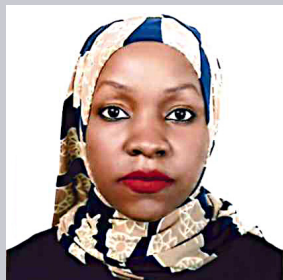
Ms. Aida Nattabi Kibirige
Research Analyst, Trade and Regional Integration



Mr. Regean Mugume
Research Analyst, Macroeconomics


Administrative and Support Staff


Mr. Medard Kit Kakuru
Research Analyst, Macroeconomics



Ms. Rehema Kahunde
Volunteer Research Associate



Mr. Bulime Nsubuga
Volunteer Research Associate



Mr. Nathan Sunday
Volunteer Research Associate



Ms. Mary Tusaba Kivunike
Director Finance & Shared Services



Mr. Denis Arop Nono
Accountant



Ms. Vanice Nuwagaba
Procurement Officer



Ms. Elizabeth Birabwa Aliro
Programmes Manager



Mr. Jossy Muhangi
Communications Officer



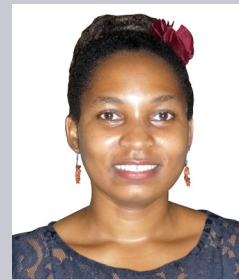
Ms. Peace Nagawa
Knowledge Management Specialist



Mr. Mouris Opolot
Communications Assistant



Mr. Amos Musoke
ICT Consultant



Ms. Precious Ekinamushabire
ICT Associate



Ms. Fatumah Namubiru
Human Resource & Administration Manager



Ms. Caroline Nyakaisiki
Executive Assistant



Mr. Anthony Ochieng
Administrative Officer



Ms. Aminah Balunywa
Front Desk Officer



Sam Lakwonyera
Transport Officer



Mr. Deo Barugahare
Transport Officer



Mr. Godson Busengendo
Transport Officer



Mr. Tonny Stephen Mayanja
Transport Officer



Mr. Robert Muzaaya
Office Attendant



Mr. Lawrence Luzzo
Office Attendant

Completion of the Agro-Industrialisation Agenda Research Products



During the reporting period EPRC, finalised the various research products that were generated as part of the comprehensive study on “Fostering a sustainable agro-industrialisation agenda in Uganda” that had commenced in the previous financial year. These included a research report, case studies and policy briefs highlighting the value chains of the selected nine priority commodities and how public investments could be managed for each commodity. These products were used in budget preparations, policy engagement and to guide in implementation of the PIMA strategy.

Development of the Public Investment Management for Agro-Industry (PIMA) strategic value chains



The Centre worked closely with the Ministry of Finance Planning and Economic Development (MoFPED) to develop the Strategy for Public Investment Management in Agro-industry

Research and Policy Analysis Performance

In line with its strategic objective of offering responsive evidence, based research through proactive engagement with stakeholders, the Centre concentrated on conducting in-depth studies in addition to other research projects.

In total **14 research projects were conducted** and the major ones are described herein.

(PIMA). The strategy was intended to guide public investments in agro-industrialisation through a commodity specific value chain approach. It was also aimed at directing policy consolidation and coherence to eliminate contradictions, overlaps, and promote complementarity to support Agro-Industrialisation in Uganda. The strategy was developed through a consultative process involving various stakeholders at the technical and top policy level of MDAs, Private sector organisations and Local governments. It was used to inform the budgeting process for the financial year 2019/20 through the first Budget Call Circular for FY 2019/20.

Livelihood Assessment Studies



In the FY 2018/19 EPRC was identified by the Office of the Prime Minister (OPM) to undertake a livelihood assessment study to explore how Uganda can foster resilience among its people. The study sought to assess why public investments in livelihood improve-

ment programs had not sustainably enhanced household incomes and sequentially reduced income poverty. Under the joint coordination of OPM, EPRC researchers designed an analytical framework for assessing the selected programmes and presented the inception report to the OPM. Additionally, preparatory and groundbreaking activities for the studies, including several meetings were organised to gather input on the selected thematic areas from the technical working committee representing key sector MDAs and selected livelihood projects. These included Ministry of Gender, Labour and Social Development (MoGLSD), Ministry of Local Government (MoLG), Ministry of Agriculture, Animal Industry and Fisheries (MAAIF, OPM, Operation Wealth creation (OWC) Northern Uganda Social Action Fund (NUSAF) and Northern Uganda Reconstruction Project (NURP). The actual execution of the study in terms of data collection, analysis and report writing will be implemented in the next financial year-2019/20.

The Strategic Economic Policy and Management (STEPMAN) Forum

During the financial year 2018/19, the Centre through its Directorate of Research continued to receive requests for new core studies from the MoFPED's Strategic Economic Policy and Management (STEPMAN) Forum. The Forum was created in 2017 by the Top Policy Management of MoFPED to create a platform where critical agencies can empirically examine the bottlenecks facing the Ugandan economy and design ways to support the ministry to respond. The study requests received were geared towards better understanding of how jobs were going to be created along the prioritised commodities under the Agro-industrialisation strategy. Specifically, the requests focused on exploration of why Uganda's coffee earned lowest prices in comparison to other countries in the East African region and also why milk productivity in Uganda was declining.



Out of these studies, EPRC produced two Policy Notes to inform policy direction. The Policy Note on dairy recommended that government should strengthen enforcement of acaricide use and quality to address the multi-acaricide tick resistance established as the primary cause for stagnation in milk productivity. On the other hand, the Policy Note on Coffee advised that UCDA takes stern measures aimed at improving coffee grades and creating a national coffee traceability platform to harness the growing demand in specialty and niche coffee market in USA, Asia and Europe; establish

Development Financing for Agro-Industrialisation in Uganda



Agriculture has the potential to transform the economy through the value chains and linkages to industry and services, coupled with its effects on employment and income growth. However, access to agricultural finance remains a major challenge in Uganda, affecting both the capacity of smallholder farmers to improve productivity, enhance food security and expand their income from farm-

ing activities. Aware of this challenge, EPRC has continued to promote policy debate and carry out research on financing of agriculture through publication of the Agricultural Finance Year Book (AFYB). In 2018/19, EPRC and the Agricultural Finance Platform produced the 9th edition which focused on “Development Financing for Agro-Industrialisation”. The book offered an in depth analysis of the trends in the sector performance with emphasis on interventions to promote agro-industrialisation. It also highlighted the policy actions required to address the identified challenges.

Domestic Resource Mobilisation Strategy for Uganda



EPRC continued to provide evidence that informed the Draft Domestic Resource Mobilisation Strategy (DRM) for Uganda. During the reporting period EPRC, was retained as a member of the DRM Committee chaired by the Permanent Secretary/Secretary to the Treasury and chaired by the Acting Director of Economic Affairs, MoFPED. The committee was tasked to finalise development of the DRM in light of the country's stagnation in tax collection growth vis a vis GDP growth. Two background papers were produced by EPRC identifying the weaknesses, untapped prospects in the tax system and possible recommendations for improving revenue collection in the country. The first paper - Attracting Investments Using Tax Incentives in Uganda: The Effective Tax Rates found that Uganda foregoes a large amount of revenue due to tax incentive schemes. On the other hand, the second paper on Income tax evasion in Uganda found that Uganda, just

as many developing countries, collects less than potential tax. The results of the EPRC studies were presented during the MoFPED's Directorate of Economic Affairs retreat in Mbale in October 2018. The presentation assisted in setting realistic, specific, and measurable targets within each of the three objectives: tax policy, tax administration, and cross-cutting measures.

Catalysing the solar home systems (SHS) market to benefit low-income, urban households in two secondary cities of Mbarara and Gulu



In May 2018, EPRC entered a strategic cooperation with the Global Green Growth Institute (GGGI) and Geo-Gecko limited, a Ugandan company that develops geo-intelligent products to enhance decision-making in emerging markets. The joint initiative was funded by the Government of the Kingdom of the Netherlands. It aimed to come up with an innovative solution that would catalyze penetration of the Solar Home Systems (SHS) market in Uganda, specifically in the two Secondary cities of Gulu and Mbarara, earmarked to play a crucial role in the urbanization and socio-economic transformation of Uganda towards middle income status. The project conducted market and end consumer assessments, gender analysis and geo-spatial analysis to determine the market demand and supply, barriers to uptake of SHS. The results showed that the use of solar energy by households and business enterprises in the two cities was low, mainly due to the high initial cost of purchasing solar devices and

installation, making them unaffordable. The study recommended that the eventual design and implementation of the project should consider lowering of the initial costs of solar purchase and installation, and in addition, provide households and business operators with payment plans that are more flexible compared to the ones that already existed on the solar market.

Establishing the linkages between Gender Based Violence, Asset Ownership and Employment



With the support of the Swedish International Development Agency (SIDA), through its International Training Programme (ITP) offered by Statistics Sweden, EPRC together with other partners [Uganda Bureau of Statistics (UBOS), Ministry of Gender Labour and Social Development (MoGLSD), Civil Society Budget Advocacy Group (CSBAG), United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)], was able to conduct research and steer dialogue on the relationship between gender, asset ownership and employment. As a result of the study a report was produced to contribute to the knowledge base of the diverse materials on gender issues in Uganda, as well as, steer policy debate on how to target and design interventions that recognise that men and women are not homogeneous within and between the two groups.

Financing Indoor Residual Spraying for Malaria Prevention: Options for Cost Minimization



In 2018 EPRC, conducted a follow up study of its earlier work on financing Indoor Residual Spraying (IRS) for Malaria prevention under the auspices of the SPEED initiative. The study sought to understand the costs of the country-wide roll out of IRS under different IRS delivery models, the cost implications of implementing IRS in a phased manner, and identifying cost-minimization strategies to effectively implement the programme under a resource constrained environment. The EPRC researchers produced a research paper titled “Financing Indoor Residual Spraying for Malaria Prevention in Uganda: Options for Cost Minimization” that was disseminated at several fora’s including, presentation to the Ministry of Health in February 2019.



Monitoring Uganda’s Business Climate

In 2018-19, EPRC researchers continued to monitor and capture the perceptions of Ugandan business managers on the current and near future (expected three months ahead) business indicators to determine the role they play in economic developments and the business environment in Uganda. The results were packaged into quarterly Business Climate Indexes that were useful in providing policy makers both in Government and in the Private Sector with insights about the general direction of the cyclical developments and with information about future business expectations. Two regional workshops targeting local government political leadership, administrators and technocrats; and private sector players were held in Arua and Tororo during November 20th - 23rd, 2018 to disseminate the findings from the surveys. These workshops provided a platform for identification and deliberations of the key policy challenges constraining private sector competitiveness in Uganda and facilitated closer working ties and mutually beneficial relationships.

Training of EPRC stakeholders



During the period under review, the Centre with support from UNICEF and in collaboration with MoFPED, carried on with phase II of the training and dissemination of the National Social Service Equity Atlas. Three regional events were held to raise awareness of the local government officials in the districts of Soroti, Jinja, and Kampala on 9th, 16th, and 30th August 2019, respectively. The aim was to provide information to LGs about the availability of this tool and how it can be used in budgeting processes for local governments. They were also guided on how to use the tool as an interactive platform to analyse budget trends at regional and district levels with a focus on the impact of public investments on social outcomes such as; school completion, antenatal care and hand washing. At the end of the training, the participants were able to determine whether, the available public resources were adequately used to reduce socio-economic inequalities and improve children's lives,

Technical Support to Policy Processes

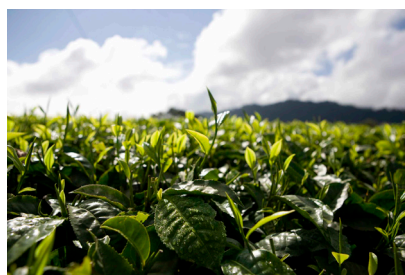


Capacity Building and Technical Support for Policy Research and Analysis

One of the Centre's strategic objective is **contributing towards closing the skills gaps for state and non-state actors in up-taking evidence for better development outcomes**. This is done through collaborative research activities with actors, training sessions, and/or policy advice through representation on various sectoral and technical working groups. In the ensuing sections, a description of the major attainments and notable contributions is provided.

EPRC staff supported various policy processes during the reporting period to improve policy engagement and to influence change as follows:

Formulating the Tea Policy, supporting strategy and regulatory impact assessment



In 2018/19 EPRC made major contributions towards the development of the National Tea Development Policy, a Costed Tea Strategy and a Regulatory Impact Assessment for the policy. This was through representation on the Comprehensive Tea Policy Development

Multi-Sectoral Task Team (CPDMMT) that was selected by the Ministry of Agriculture and Ministry of Trade Industry and Cooperatives to spearhead the formulation of the National Tea Development Policy (NTDP). Two EPRC researchers were members of this taskforce; they informed and influenced the drafting processes by providing the requisite evidence based on earlier studies conducted by the Centre that highlighted the lack of an elaborate institutional and governance framework, as one of the major factors hindering maximisation of the potential of Uganda's tea sub-sector. By the end of the reporting period, drafting of the three policy documents had been finalised and were awaiting ratification by the Top Policy Management of MAAIF and MTIC before they could be submitted to Cabinet for approval.

Fostering a Sustainable Agro-industrialisation Agenda in Uganda



The policy recommendations in the report on "Fostering a sustainable agro-industrialisation agenda in Uganda" as well as, the resultant Public Investment Management in Agro-Industry (PIMA) strategy were used to engage with policy makers and the multi-stakeholder environment in the country. In the period under review, the report received substantial traction as demonstrated by the numerous requests to have it presented at various public fora. The report was presented at the following events:

- i. National Budget Conference FY2019/20 and Economic Growth Forum in September 2018

- ii. Presented at 8 District Farmers Associations meeting at Fort Portal—October 2018 (organized by the Coordinator of the OWC).
- iii. OWC Senior Management and Technical Committee in December 2018
- iv. AGI report was requested for the Cabinet meeting 2nd March 2019 (Report presented by the Director Economic Affairs-MFPED).
- v. The report was eventually launched at a national event in June 2019.

Shaping of the Roadmap for Universal Health Coverage in Uganda



In 2018 EPRC was appointed to the multi-sectoral taskforce through the SPEED initiative that broadly addresses universal health coverage (UHC) and systems resilience in Uganda. EPRC contributed to development of an outline for UHC roadmap and participated in refining the Terms of Reference for the inter-ministerial committee for UHC roadmap development. Additionally, EPRC contributed and participated in the various academic and policy engagement events that deliberated on key policy challenges and critical issues, which had to be streamlined to facilitate proper movement towards UHC in Uganda.



Development of the National Industrial Development Policy and Strategy

EPRC continued to extend support to Ministry of Trade Industries and Cooperatives towards development of a new National Industrial Development Policy and Strategy for Uganda. EPRC was instrumental in reviewing the old policy that largely favoured foreign investors; analysing data, and availing evidence and experiences from elsewhere to allow for a policy that is both pro local and foreign Investors. In addition, EPRC contributed towards synchronizing the policy alongside other policies in other sectors such as Agriculture, Trade, and Investment.

State of Uganda's Population Report



In 2018 EPRC researchers made significant contribution to the production of the State of Uganda Population Report (SUPRE) 2018 published by the National Population Council. The contribution was in form of authorship of three chapters namely; *Effective Leadership for Achieving Demographic Dividend*, *Demographic Dividend and Decentralized Governance in Uganda*, *Accountability and Transparency for Good Governance*, *Embracing Equity and Inclusiveness in Harnessing Demographic Dividend*.

Detailed Matrix on Technical support and Policy Advice to MDAs

Researcher(s) names	Committee/ Taskforce/ Working Group	Purpose/Mandate/Objectives	EPRC's role
Sarah Ssewanyana	Presidential Economic Council	Dealing with strategic national economic policy development. It is chaired by the President or Vice President and its membership includes government, other players from the private sector as well as the Uganda Manufacturers' Association (UMA) and Private Sector Foundation Chairpersons.	– Provision of evidence based research to inform discussion on strategic national economic policy development.
Sarah Ssewanyana, Swaibu Mbowa, Ibrahim Kasirye, Madina Guloba, Francis Mwesigye	Strategic Economic Policy and Management (STEPMAN) Forum, Office of the Secretary to the Treasury. MoFPED	Technical support to towards Fostering a Sustainable Agro-Industrialisation Agenda in Uganda	– Research and evidence gathering – Policy engagement, – Report writing – Results presentation and dissemination – Influencing government policy focus to adopt an industrial approach to agricultural transformation
Swaibu Mbowa&	Member National Economic Management Working Group under the Accountability Sector Working Group, MoFPED.	• Analyse thematic area technical issues and produce papers and reports for discussion and endorsement by the Steering and Leadership committee. • Support and participate in the planning, budgeting, monitoring and evaluation, and document lessons learnt • Be the think-tank for the accountability sector and particularly, the thematic areas; • Engage the public on key emerging and existing policy issues • Disseminate key findings of their work and other related reports	– Provided evidence for Macroeconomic Policy and Management; – Contributed to Economic Development Policy and Research; – Conducted Statistical Analysis & Policy Research
Isaac Shinyekwa	National Taskforce for the Revision of the Common External Tariff	Guide the consultant hired to prepare the draft Uganda proposals for the new Common External Tariff structure	– Reviewed the draft Uganda position proposal for the CET and participated in the revision of the 5 band position to a 4 band position – Participated in the consultative meeting to validate the Consolidated Regional Report on the Review of the Common External Tariff

Researcher(s) names	Committee/ Taskforce/ Working Group	Purpose/Mandate/Objectives	EPRC's role
Isaac Shinyekwa	Technical committee to review the draft National Industrial Development Policy	Guide and provide technical input in the process of developing a new industrial development policy for Uganda	– Reviewed the draft policy – Assisted in data analysis and collation of experiences from other countries – Polishing and sharpening the messages and action points of the draft policy
Madina Guloba	National Monitoring and Evaluation Technical Working Group And — Sub-committee on evaluation (Office of the Prime Minister)	To guide and oversee the development and implementation of the national policy on Public Sector M&E	– Participated in the review of the Government Annual Performance Report 2018/2019 – Reviewed performance budgets and presentation of sector absorptions of OBT
Madina Guloba	Technical Committee on Public Expenditure for Green Growth in Uganda	To assess the state, adequacy, efficiency and effectiveness of public expenditure on green growth interventions as encapsulated in the Uganda Green Growth Development Strategy and NDP II.	– Reviewed and commented on Consultant's Inception Report – Comment on First Draft report and participated in priority ranking of projects
Paul Corti Lakuma	Inter-Agency Committee on evaluation of NDP 1 and mid-term evaluation of NDP 2	Evaluate the performance of the NDP cycle	– Provide input to the Terms of Reference (TOR) for selection of consultant to evaluate the several result frameworks of the NDP – Participated in review of inception report and methodology proposed by consultants
Paul Corti Lakuma	Domestic Resource Mobilization (DRM) Committee and DRM Strategy drafting committee	Initiate reform of processes and key functions that support revenue mobilization in the country, from policy setting to administration.	– Technical support on VAT, Personal Income Tax and Corporate taxation by providing diagnostic studies on those topics – Drafting the strategy based on the EPRC diagnostic studies and other studies – Revised and edited the draft strategy – Advise on tax design issues that arise in addressing debt increases
Gemma Ahaibwe, Tonny Odokonyero, Francis Mwesigye and Corti Paul LAKUMA	National Population Council	Production of the 2018 State of Uganda Population Report (SUPRE 2018): Good Governance: A prerequisite to harness the demographic dividend for sustainable development	– Contributed to developing the SUPRE themes and the outline for report chapters – Contribution of articles for the publication of the SUPRE – Participated in the dissemination and launch of the reports

Researcher(s) names	Committee/ Taskforce/ Working Group	Purpose/Mandate/Objectives	EPRC's role
Ezra Munyambonera & Florence Nakazi	Task force on the National Tea Development Policy	Spearhead the formulation of the National Tea Development Policy (NTDP).	– Provided evidence used to inform and guide development of the tea policy and strategy – Facilitators of the regional consultative workshops
Brian SSERUNJOI & Ezra Munyambonera	Agricultural Finance Platform steering committee	Coordinate Agricultural Finance in Uganda. Advise government on policy issues for expansion of agricultural finance in Uganda	– Provided technical input to inform development of the Agricultural Finance policy and strategy



Convening Events

In the FY 2018/2019, the Centre continued to do what we do best: organise timely and stimulating policy debates on the issues that matter with the people who matter. Once again, EPRC proved its convening power and its role as a leading platform for engaging with MDAs, politicians, business leaders, civil society, media, international and national experts, and senior diplomats. Many of our evidence based research and policy analysis products were disseminated through a wide variety of dissemination formats, ranging from conferences, public panel dialogues, workshops to roundtable discussions. These engagement activities brought us closer to our targeted stakeholders and enabled the Centre's researchers to understand the policy processes more and appreciate the specific contexts in which the different stakeholders, particularly the MDAs work in. A detailed list of the dissemination and outreach events held can be obtained at <http://www.eprcug.org>. The following is a brief overview of the most notable dissemination and policy engagement events for the period under consideration.

International Conference on Child Poverty in Africa



The three-day international conference jointly organized by EPRC, UNICEF Uganda and the Global Development Institute (GDI) - University of Manchester was held from September 10 - 12, 2018 at Protea Hotel, Kampala. The conference allowed for a promising dialogue on *what works for Africa's poorest children* and knowledge sharing between a global

Communications and Outreach

In order to seize windows of opportunity for influencing policies and the national development agenda, EPRC invested energies in building relationships and disseminating its research products and services with policymakers, civil society and the media. **A wide variety of communications strategies, approaches and tools were used to effectively communicate research results and strengthen links with policy actors and the public. The products and results of some of these interventions are discussed in the subsequent sections.**

array of researchers, policy and civil society stakeholders. The participants deliberated on various child poverty related issues and paid particular attention to identification of the social policies and programmes that are most effective in supporting Africa's poorest and most vulnerable children. The conference also raised awareness of all key stakeholders about the need to prioritize and join efforts to rally behind the actions required to respond to the social needs and status of deprivation of Africa's poorest children as articulated in the SDGs agenda. The delegates concluded that children need to be prioritized in national strategies, if the global community is going to end poverty as promised in SDG 1 and that Social protection should be expanded to cover child-sensitive issues.

African Coffee History Workshop



During 2-4th May 2019, EPRC in collaboration with the University of Glasgow held the African Coffee History's workshop to discuss challenges of coffee production in Africa and to explore possible research projects. Participants were drawn from Uganda, Kenya, Ethiopia, Rwanda and the UK. They discussed the challenges of coffee production on the African continent. The deliberations focused on: Agro forestry and climate mitigation; Research and development in Coffee, Africa's position in the Global coffee Industry; Role of Gender-Equity in the Coffee Subsector in Uganda; and Research and Development in the Coffee Industry in Uganda. At the end of the three day workshop, participants resolved to establish a coffee research network on African Coffee Histories to advance research in the aforementioned issues.

8th National Forum on Agriculture and Food Security



EPRC convened the 8th Series of the National Forum on Agriculture and Food Security, on June 11, 2019, bringing together various stakeholders to discuss the declining yield of dairy production in Uganda, under the theme of, *"Upgrading the dairy value chain for sustainable industrialisation of the subsector in Uganda"*. For the first time up-country participants (farmers) from the cattle corridor were in attendance". The other participants included Policy makers (chairpersons of parliamentary committees of Agriculture; Budget; Finance, planning and economic development); high profile staff from key ministries of MAAIF, MoFPED, MoLG, MTIC, MoESTS, MoH, and related agencies including representa-

tives from NARO, DDA, VEDCO, MAAIF, SNV, Heifer International, NPA, MUBS, UCC, IFPRI, Kilimo Trust, UMA, UDC among others.

The forum opened with remarks by Sarah Ssewanyana, the Executive Director, EPRC who explained the selection of the dairy sector, justifying that it was one of the most promising industries in Uganda that had benefited from both state and non-state actors, yet challenges were still abound especially at the production stage. These, she argued ultimately affected the entire value chain thus the need for stakeholders to discuss practical solutions. The remarks were followed by presentations delivered by experts from IFPRI, MAAIF, EPRC and Heifer International and plenary discussions moderated by Dr. Patrick Birungi of NPA. Presenters and participants alike, raised serious concerns regarding the ineffective regulation of importation of animal drugs and how fake drugs were seriously affecting dairy yields. They recommended strengthening of regulations and enforcement of livestock drug standards to eliminate fake acaricides in the livestock industry and setting up of demo farms to enhance adaptability of new farming technologies by rural farmers, among others.

Rethinking the balance between economic and social sector allocations



EPRC sustained its highly successful public dialogues on financing for social services convened in partnership with UNICEF. Now in their third year, the dialogues bring together development practitioners and funders, government bureaucrats and technocrats, civil

society and academia to discuss issues facing and affecting the dynamics of financing of social services in Uganda. This financial year the dialogue focused on “*Rethinking the balance between economic and social sector allocations*”. The panellists and key speakers included Clara Mira, IMF Resident Representative to Uganda, Noreen Prendiville, UNICEF’s Deputy Representative to Uganda, Dr. Ibrahim Kasirye Director Research EPRC, Joseph Enyimu, the Acting Commissioner Economic Development Policy & Research, MoFPED and Patrick Birungi, Director Development Planning NPA. They all agreed that the focus on economic growth and infrastructure development had not translated into matching social outcomes, thus making a strong case for increasing social spending to the levels witnessed in the late 1990s and early 2000s.

Sustainable Management of Uganda’s Debt Burden

The Centre remained as a secretariat for the Uganda Economics Association (UEA) and continued to co-organize the post-budget dialogue, a lead event for the Association. On June 25, 2019, EPRC joined other academicians, experts and practitioners drawn from key establishments such as MoFPED, Budget

Committee of Parliament, and Uganda Debt Network (UDN), among others to discuss the *Challenges of Debt Management in Uganda*. This was during the 5th UEA Post Budget Dialogue for the FY 2019/20 held at Golf Course Hotel Kampala. During the dialogue, the Commissioner in charge of Debt Policy and Issuance at MoFPED, Mr. Godfrey Dhatemwa made a presentation on the status of Uganda’s debt and why it remained within acceptable international limits. Panellists at the dialogue included the Chair of the Parliamentary Committee on the National Economy Hon. James Kaberuka who explained the challenges faced in approving new external loans/debt for Uganda. Others were UDN’s Julius Kapwepwe and Dr. Ibrahim Kasirye from EPRC. The dialogue was also graced with the presence of the former Minister of Finance, Hon. Syda Bbumba. The participants envisioned that given the high domestic borrowing costs, Uganda’s debt burden might reach unsustainable levels in the medium term, unless government slowed down on accumulation of new debt. They recommended among others, that Government should step up Domestic Resource Mobilization efforts, including reviewing of outdated legal, policy frameworks as well as increasing resources utilization efficiency, without losing sight of social sectors.



Media Coverage

Reaching out to a wide array of audiences to extend the reach of the Centre's research products and gain new audiences is of utmost importance to EPRC. During the period under review EPRC maintained a strong media presence, both in mainstream and social media platforms. These platforms largely contributed to the Centre's visibility. The Centre generated more than 500 mentions in outlets across Uganda and beyond. Over 35 print media mentions were registered and most of these were attributions and background information (13 each) while the

centre registered at least 9 direct placements of opinion articles authored by the EPRC researchers.

Most of the print media appearances were in the Daily Monitor newspaper (12) followed by New Vision (8) and the Observer (5). Other print outlets through which researchers featured included the Independent Magazine (4) and the East African Newspaper

(2). In terms of broadcast media the EPRC researchers made about 12 appearances on both radio and television programmes. The centre also continued to use the electronic newsletter as a regular communication tool to promote significant and specific issues and events. In total ten issues of the monthly organisational newsletter were produced and widely circulated during the reporting period. The following are selected newspaper articles published during the reporting period by EPRC researchers:

EPRC Commentaries published by the press

No.	Author(s)	Title of Article	Date Published	Media
1.	Brian Sserunjogi	Is Uganda's business climate affecting its regional potential	August 13, 2018	New Vision
2.	Martin Luther Munu & Isaac Shinyekwa	On China-Uganda cooperation	September 27, 2018	New Vision
3.	Mildred Barungi	Counting the successes of UPE program as we celebrate independence	October 8, 2018	New Vision
4.	Tonny Odokonyero	Address malnutrition to reduce economic burden	December 28, 2018	Daily Monitor
5.	Ezra Munyambonera	What is the economic cost of increasing Uganda's debt burden?	January 23, 2019	New Vision
6.	Madina Guloba	What is required to make the new Uganda Airlines a bankable venture?	February 23, 2019	New Vision
7.	Isaac Shinyekwa	African Continental Free Trade Area: What do we expect in 2019 and beyond?	April 29, 2019	Daily Monitor
8.	Florence Nakazi	Will the new electronic EAC passports open doors for Ugandans?	April 30, 2019	New vision

Foresight Uganda

As part of the implementation of the 2017/18-2020/21 Strategic Plan, EPRC initiated a Foresight Uganda policy package in FY 2017/18. The Foresight Uganda is a series of commentaries, opinion articles and reports that aim to help policymakers, government bureaucrats, development partners, private sector and civil society stay ahead of the trends and developments impacting the country in the upcoming year. The series cover a broad range of topics; in which EPRC alerts readers about key issues of importance to Uganda. During December 2018 to January 2019 period, the following articles/opinion pieces were produced.

List of Foresight Articles

	Topic	Authors
1	What is the Economic Costs of Increasing Uganda Debt Burden	Dr. Ezra Munyambonera
2	<i>What impact will the global economy have on commodities prices and the Uganda's Economy in 2019?</i>	Paul Corti Lakuma
3	Are cash handouts to youths in Uganda sustainable	Dr. Brian Sserunjogi
4	Climate change and variability in Uganda might persist in 2018 and undercut economic progress	Dr. Mildred Barungi and Florence Nakazi
5	Will the misunderstandings between Rwanda and Burundi set the pace for the EAC regional integration in 2019?	Martin Munu
6	The potential implications of the Bank of Uganda probe for Uganda's financial sector	Gayathry Venugopal
7	Will the new electronic EAC passports open doors for Ugandans?	Florence Nakazi
8	How Ugandans might be affected by BREXIT as the March 2019 deadline approaches	Job Lakal
9	Implications of the refugee biometric registration for response planning and financing	Sheila Depio
10	What is required to make the new Uganda Airlines a bankable venture?	Dr. Madina Guloba

Social and Online Media Presence

The Centre continued to embrace social media and other digital channels as a platform for sharing its research products and engaging with its stakeholders. Key among these was the Centre's website that experienced exponential growth in users. There was an improvement on the EPRC website ranking in Uganda on Alexa. Com from 4000 in 2017/18 to 3800 in 2018/19. Website users grew from 24,060 in June 2018 to 40,360 in June 2019. In terms of social media over 8000 persons were reached on Facebook and our Tweets were seen by about 7500 persons. In terms of policy-oriented blogs, thirteen (13) blogs were posted by Researchers as per the table below.

Blogs Published in FY 2018/19

Date	Author(s)	Title	Location Posted
02 July 2018	Tony Odokonyero	Can Ugandan government afford to cover the informal sector in the proposed National Health Insurance?	http://www.eprcug.org/blog/629-can-ugandan-government-afford-to-cover-the-informal-sector-in-the-proposed-national-health-insurance
02 July 2018	Job Lakal	Why do Ugandan firms avoid equity financing?	http://www.eprcug.org/blog/630-why-do-ugandan-firms-avoid-equity-financing
12 July 2018	Tabitha Nafula, Martin Luther Munu, & Isaac Shinyekwa	How will recent taxes on mobile money affect East Africans?	http://www.eprcug.org/blog/631-how-will-recent-taxes-on-mobile-money-affect-east-african
03 Aug 2018	Mildred Barungi	Maize prices drop miserably: Implications and the need for price stabilisers	http://www.eprcug.org/blog/641-maize-prices-drop-miserably-implications-and-the-need-for-price-stabilisers

Date	Author(s)	Title	Location Posted
10 Sep 2018	Job Lakal	How will the recent ban on importation of used cars older than 8 years affect Ugandans?	http://www.eprcug.org/blog/643-how-will-the-recent-ban-on-importation-of-used-cars-older-than-8-years-affect-ugandans
17 Dec 2018	Job Lakal	Non-traditional aid in Uganda: Weighing private vs public priorities	http://southernvoice.org/non-traditional-aid-in-uganda-weighing-private-vs-public-priorities/
09 January 2019	Florence Nakazi	The light of Kampala street vendors	http://www.eprcug.org/blog/676-the-plight-of-kampala-street-vendors
10 January 2019	Sheila Depio	Implications of the refugee biometric registration for response planning and financing	http://www.eprcug.org/blog/675-implications-of-the-refugee-biometric-registration-for-response-planning-and-financing
31 January 2019	Martin Munu	Will the misunderstandings between Rwanda and Burundi set the pace for the EAC regional integration in 2019?	http://www.eprcug.org/blog/678-will-the-misunderstandings-between-rwanda-and-burundi-set-the-pace-for-the-eac-regional-integration-in-2019
05 Feb 2019	Job Lakal	How Ugandans might be affected by BREXIT as the March 2019 deadline approaches?	http://www.eprcug.org/blog/680-how-ugandans-might-be-affected-by-brexite-as-the-march-2019-deadline-approaches
20 February 2019	Madina Guloba	What is required to make the new Uganda Airlines a bankable venture?	http://www.eprcug.org/blog/681-what-is-required-to-make-the-new-uganda-airlines-a-bankable-venture
20 Mar 2019	Brian Sserunjogi	Are cash handouts to youth in Uganda	http://www.eprcug.org/blog/685-are-cash-handouts-to-youths-in-uganda-sustainable
15 May 2019	Brian Sserunjogi and Corti Paul Lakuma	Boosting domestic revenues through Tax Appeals Tribunals: Lessons from Uganda	https://www.brookings.edu/blog/africa-in-focus/2019/05/15/boosting-domestic-revenues-through-tax-appeals-tribunals-lessons-from-uganda/

Delegates pick copies of AGI Research Products after the launch of the report at Golf Course Hotel, Kampala June 6, 2019



EPRC Publications

The Centre generated various research and policy analysis outputs that were eventually published under the Centre's in-house publication series for wider circulation; and others in refereed journals/ book chapters for academic and professional consumption. The in-house publication series included: EPRC Research Series for core research papers; Occasional papers for commissioned works, Research reports, policy briefs/fact sheets, and the Business Climate Index, Case studies and Policy Notes. Key EPRC publications for the period July 2018 – June 2019 are presented below.

Selected journal articles and book chapters published in fy2018/19

	Names (s)	Title	Journal or Book details
1	Tonny Odokonyero	Embracing equity and inclusiveness in harnessing Demographic Dividend	Book Chapter published in the 2018 State of Uganda Population Report (SUPRE), by National Population Council (NPC): Sep 2018
2	Gemma Ahaibwe	Accountability and transparency for good governance	Book Chapter published in the 2018 State of Uganda Population Report (SUPRE), by National Population Council (NPC): Sep 2018
3	Ibrahim Kasiye Andrew Zetlin Jacobus Cillers And Clare Leaver	Pay for locally monitored performance? A welfare analysis for teacher attendance in Ugandan primary schools	Journal of Public Economics Vol 167: pages 69-90. https://www.sciencedirect.com/science/article/abs/pii/S0047272718300719
4	Ibrahim Kasiye Julius Ssempira Eddie Mukooyo, and Penelope Vounatusu	Measuring health facility readiness and its effects on severe malaria outcomes in Uganda	Nature No. 17928 https://www.nature.com/articles/s41598-018-36249-8
5	Paul Lakuma Joseph Mawejje	Macroeconomic effects of Mobile money: evidence from Uganda	Financial Innovation 2019 Vol 5. No. 2
6	Isaac M.B. Shinyekwa Paul Corti Lakuma. Martin Luther Munu	The Effect of Regional Economic Communities on Market Integration and Industrialization: The Case of COMESA	COMESA, https://www.comesa.int/key-issues-in-regional-integration/
7	Francis Mwesigye, Madina Guloba, Mildred Barungi	Women land rights and agricultural productivity in Uganda.	Revised Book chapter in Gender, Development, and Social Change, a forthcoming in Palgrave Macmillan, Springer

Some of the research products published in-house in fy2018/19

Pub#	Author(s)	Title	Date
POLICY NOTE:			
1	Brian Sserunjoji, Francis Mwesigye, and Madina Guloba	Why have milk yields in Uganda stagnated? An investigation into livestock production practices and milk productivity in Uganda	Mar-2019
2	Swaibu Mbowa, Ezra Munyambonera, and Florence Nakazi	Why is Coffee from Kenya and Rwanda Priced Higher Globally than Coffee from Uganda?	March 2019

Pub#	Author(s)	Title	Date
RESEARCH SERIES			
145	Corti Paul Lakuma Brian Sserunjogi	The Value Added Tax (VAT) Gap Analysis for Uganda	Oct 2018
146	Sserunjogi Brian Paul Corti Lakuma	Court Actions and Boosting Domestic Revenue Mobilization in Uganda	March 2019
147	Tonny Odokonyero and Gemma Ahaibwe	Financing Indoor Residual Spraying (IRS) for Malaria prevention in Uganda: Options for cost minimisation	March 2019
148	Paul Corti Lakuma	Attracting Investments using tax Incentives in Uganda: The Effective Tax Rates	April 2019
149	Paul Corti Lakuma	Income Tax Evasion in Uganda	June 2019
AGI CONSOLIDATED REPORT			
	Research Report 19	Fostering a sustainable agro-industrialization agenda in Uganda	March 2019
	AGI CASE STUDIES		
1	Martin Munu and Gayathry Venugopal,	Upgrading the cotton value chain for textile industry development	March 2019
3	Job Lakal, Paul Lakuma, Rehema Kahunde and Ezra Munyabonera	Positioning Tea as a Priority Commodity for Uganda's Agro-industrialization.	March 2019
4	Brian Sserunjogi	Can an agro-processor led model support the development of the Beef value chain in Uganda?	March 2019
5	Isaac Shinyekwa, Martin Munu and Tonny Odokonyero	How the Government can support the processing of cassava for value addition	March 2019
6	Mildred Barungi	State of Uganda's Maize Industry	March 2019
7	Tonny Odokonyero and Sheila Depio	Fish as a priority commodity for agro-industrialization	March 2019
8	Swaibu Mbowa, Ezra Munyabonera, and Florence Nakazi	Uganda Coffee's Product Space	Mar-2019
POLICY BRIEFS			
108	Enock Bulime	Public debt sustainability in Uganda: Is fiscal policy responsible?	June 2019
107	Gemma Ahaibwe Sheila Depio	How effective is the self-reliance agenda in Uganda's refugee response	June 2019
106	Dablin Mpuuga, Swaibu Mbowa and Tonny Odokonyero	Limited health insurance coverage amidst upsurge of non-communicable diseases in Uganda	April 2019
105	Mildred Barungi, Florence Nakazi and Francis Mwesigye	How to overcome the challenges of private companies engaged in agriculture research and development.	March 2019
104	Francis Mwesigye and Mildred Barungi	The role of Public Private Partnerships in Education Access and Quality: The Case of PEAS Intervention in Uganda	March 2019
103	Mildred Barungi and Francis Mwesigye	Lowering the Cost of Secondary Education through Strategic Public-Private Partnerships: Evidence from the PEAS programme in Uganda	March 2019
FACT SHEETS			
1	Sheila Depio	Investing in Human Capital Development (Budget Brief 1)	Dec 2018
2	Sheila Depio	Investing in Education (Budget Brief 2)	Dec 2018
3	Sheila Depio	Investing in Health (Budget Brief 3)	Dec 2018
4	Sheila Depio	Investing in Water and Environment (Budget Brief 4)	Jan 2019

Pub#	Author(s)	Title	Date
5	Sheila Depio	Investing in social development (UNICEF Budget Brief 5)	Jan 2019
6	Sheila Depio	Investing in Justice Law and Order Sector	Jan 2019
7	Tonny Odokonyero, and Gemma Ahaibwe	Walking the talk: To what extent does the proposed health budget for FY 2019/2020 address preventive healthcare?	February 2019
8	Rosette Bamwine	Uganda's agricultural credit facility (ACF) at ten years	June 2019
9	Hellen Tomusange	Financial innovations in agriculture finance: the case of Cente Supa Woman Club	June 2019
10	Job Lakal and Sheila Depio	Equity Financing for agro-industrialization in Uganda	June 2019
BUSINESS CLIMATE INDEX			
24	Brian Sserunjogi and Corti Paul Lakuma	Recovery in Agriculture and Service sectors improve business climate, but future business outlook is less optimistic	May 2019
23	Gayathry Venugopal, Lakuma Paul, Job Lakal & Brian Sserunjogi	Agriculture sector performance drastically deteriorates, but businesses remain optimistic about the future	Feb-2019
22	Job Lakal , Paul Cort Lakuma, Brian Sserunjogi & Gayathry Venugopal	Agriculture sector performs above potential, but business climate deteriorates owing to underperformance in the manufacturing and service sectors	Oct 2018
21	Lakuma Paul & Brian Sserunjogi	Agricultural sector performance sustained, but business are less optimistic about the future	Jul-2018
CLIENT REPORTS			
1	Ezra Munyabonera, Paul Lakuma, and Job Lakal	Scoping study on Illicit Financial Flows in Uganda	2018/19
2	Job Lakal and Ibrahim Kasiye	The Political Economy of Development Effectiveness in Uganda	2018/19
3	Francis Mwesigye and Mildred Barungi	Catalysing the solar home systems (SHS) to benefit low income urban households in two secondary cities: Mbarara and Gulu	2018/19

All the above listed publications are available at: <http://www.eprcug.org>

Graduate and undergraduate Interns attend to EPRC guests during the National Budget Week exhibition held at Kololo Independence Grounds from June 4 -6, 2019



Staff Management



Recruitments were carried out to fill the human resource gaps within the Centre's structure. The new staff who joined the centre included four Research Analysts—Medard Kit Kakuru who joined on May 12, 2019, while Raegan Mugume, Kibirige, Aida Nattabi and Justine Luwede joined on June 4, 2019. The Centre also recruited two new Volunteer Research Associates. These are Rehema Kahunde and Nathan Sunday both of whom joined on May 2, 2019. New positions were also created and filled in the non-research functions. These included the post of Communications Officer that was taken up by Jossy Muhangi on April 1, 2019 and that of Procurement Officer by Vanice Nuwagaba who reported on April 15, 2019. Anthony Ochieng effective also occupied the vacant Administrative Officer position March 18, 2019.

A four-day staff retreat was held from October 29 – November 1, 2018 to engage in strategic and operational planning for the Centre. During the retreat staff were taken through the New EPRC Medium Term Strategy for the period 2017/18 – 2020/21 to ensure clarity and obtain ownership. The retreat was also used to review policies and procedures, evaluate systems and processes and to devise new ways for resource mobilisation. Specifically, Staff were sensitised on the EPRC brand identity (vision, mission, values), Centre's research and publications policy, styles guide and manual, HR & Admin related policies, guidelines and procedures and finance related procedures. The retreat

Strengthening & Diversifying the EPRC Resource Base

In the year 2018-19 EPRC management strived to enhance organizational effectiveness and efficiency as well as interventions geared towards mobilizing additional resources through some of the following activities.

also focused on team building by integrating new staff members and reenergizing current employee's commitment to the organizational culture and mission.

In-house Staff Capacity Strengthening



The Centre was able through its institutional networks to attract training and capacity strengthening opportunities for its staff. Several new researchers were trained in research methods including research writing, journal publication and data analysis by the Peace Research Institute Oslo (PRIO). Similarly, two researchers from the Macroeconomics department participated in a joint training organised by UN-WIDER and Uganda Revenue Authority on Macro-microsimulation modelling on the effects of changes of government policy on households, while one researcher from the sectoral department attended a technical workshop on impact

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evaluation convened by the African Economic Research Consortium (AERC).

With support from the United Nations Food and Agriculture Agency (FAO) and UNITAR, one researcher was able to participate in an online course on developing Gender Sensitive Value Chains. Other specialised trainings attended by researchers included: Training of Trainers on the Malabo Declaration Biennial organised by the African Union Commission, International Trade Policy and Trade Law conducted by the Trade Policy Training Centre in Africa (TRAPCA), Financial programming and policies by the IMF's Institute for Capacity Development, and Pseudo Panel Analysis directed by the University of Nottingham in collaboration with the College of Business and Management Sciences (CoBAMS) of Makerere University. Two non-research staff (HR & Administration Manager and Communication Officer) attended a refresher training session on achieving customer service excellence by Mnorma projects Pty Ltd, South Africa held in Kampala.

A tailor made training session on proactive enterprise —wide risk management was organised for the EPRC board of management and senior management team to improve their oversight role in effective risk management in an ever-changing stakeholder landscape.

Internship Program

The Centre continued to offer internship placement opportunities for both graduate and undergraduate students as means of supporting capacity-building efforts of both local and international Universities. In January 2019, the Centre took on four Masters' interns from the College of Business and Management Sciences (COBAMS) of Makerere University. The interns who completed their programme at the end of June 2019, gained skills research methodologies, presentation and communication to wide audiences, and participated in several EPRC dissemination and policy engagement



activities. Some of the former Masters' Interns have expressed interest and are being considered to work with EPRC under the Volunteer Research Associates programme. In addition, in the month of June 2019, the Centre took on five (5) undergraduate interns, four of whom were assigned to the Research function and one under the Finance Office. Of the four research interns, two were from Makerere University and two from Kyambogo University.

Resources Mobilization

Resource mobilization and diversification continued to be a key priority of the Centre in the reporting period. Efforts to increase resources for research and other programmes of the Centre continued throughout the period by reaching out to current prospective, and previous donors. The efforts involved increasing of collaborations and partnerships for resource mobilization, as well as capacity building for management and staff of the Centre in resource mobilisation.

A two day strategic capacity development workshop for Think Tanks facilitated by Anthony Boateng (Consultant) supported by TTI-IDRC was held between June 18-19, 2019 to strengthen EPRC's capacity to lay strategies on how to engage and attract donors in the wake of dwindling core funding.

Thanks to our long-standing partnership with the Think Tank Initiative, EPRC was able to continue making valuable contributions to evidence based policy making and discourse in Uganda. We also note with appreciation the other partners who continued to offer

technical and financial support to the Centre in implementation of its research plan and programmes. These include European Union for the five year project on supporting Policy Engagement for Evidence Based Decision Making for Universal Health Coverage (SPEED), FAO for the Monitoring and Analysing Food and Agricultural Policies (MAFAP) programme, INCLUDE Platform for supporting the several studies on social protection and the International conference on social Protection for Inclusive Growth in Africa.

EPRC staff attend a strategic costing capacity development support workshop for Think tank sustainability in Africa facilitated by Anthony Boateng (Business Strategist -TTI) from June 18-19, 2019 at the EPRC Conference room



Statement of Financial Position as at 30 June 2019

DESCRIPTION	NOTES	AS AT 30.06.2019	AS AT 30.06.2018
ASSETS			
Non- Current Assets			
Property, Plant & Equipment	3	1,477,789,045	1,589,013,657
Intangible Assets		2,281,907	7,519,739
		1,480,070,952	1,596,533,395
Current Assets			
Receivables	4	188,948,102	
Investment in Treasury Bills	5	1,522,050,00	1,522,050,000
Cash & Cash Equivalent	6	6,509,322,498	7,643,914,086
		8,220,320,600	9,165,964,086
TOTAL ASSETS		9,700,391,552	10,762,497,481
EQUITY AND LIABILITIES			
Equity			
Share Holders' Funds	7	2,484,274,627	2,904,225,295
Revaluation Reserve		486,621,778	486,621,778
Strategic Reserve	8	5,789,906,326	5,485,932,502
		8,760,802,731	8,876,779,576
Liabilities			
Deferred Revenue Grants	9	12,600,000	860,230,302
Capital Grant		19,819,661	28,077,187
Payables	10	907,169,158	997,410,412
		939,588,816	1,885,717,901
TOTAL EQUITY AND LIABILITIES		9,700,391,552	10,762,497,481

The accounting policies and notes set out on 12 to 19 form an integral part of these financial statements.

The financial statements on pages 8 to 19 were approved by the Board of Directors on 23/10/2019 2019.

Chairman M. K. Hallam

Executive Director B. J. J. J.

Date 23-10-19

Date Oct 23, 2019



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